

Agile



Agile
Change
Management



 **APMG** International

Agile Change Management training and certification

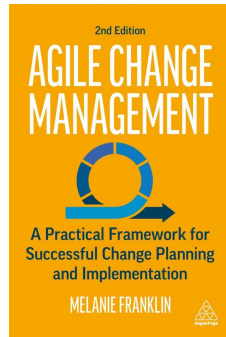
Agile Change Agent | Agile Change Coach



Short training courses and certifications designed to build practical ability in agile and change (Agile Change Agent), and use neuroscience to help others adopt new ways of working (Agile Change Coach), to support effective transformation and change initiatives.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

Single-level exam & certification available.



Agile Change Management

Core guidance / publication

**Authored by renowned Agile & Change Management expert
Melanie Franklin**



Approved Training

via Accredited Training Organizations (ATOs)

**Accredited by APMG to
offer approved training services**



Certification

Agile Change Agent
Agile Change Coach

**Syllabus & exams
developed by APMG**

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Introduction – Agile Change

- Agile approaches are increasingly adopted by organizations as they recognise the need to respond quickly and easily in a world of complex and continuous change
- Organizations across all sectors and industries are increasingly recognising the importance of change management
- To get the most out of Agile and change, practitioners require key knowledge, skills & ability
- Agile and change are therefore two of the most in-demand skills to develop.
- For those responsible managing change (e.g. project managers / change managers), professional development opportunities are readily available and relatively easy to identify
- But what about wider team members involved in ‘making change happen’?
 - They don’t necessarily need a full project/change manager qualification, and managing/implementing change isn’t necessarily their day job
 - But they do need to understand the impact of Agile working and the effects of change so they’re better prepared to support the implementation of Agile and change, supporting those leading initiatives and those impacted
 - Professional development opportunities are not so easy to identify

Introduction – behavioural change

- Achieving behavioural change is a critical success factor for any change initiative. New ways of thinking and doing the work are key to accomplishing the objectives and realising the benefits.
- Behaviour change is complex, because it is re-wiring the brain to respond differently to existing stimuli, and that this re-wiring is a personal choice by all those impacted by change.
- The skills needed for behavioural change are core 21st century leadership characteristics. Being able to seamlessly and continuously accept change personally and to lead others to adopt new ways of working generates significant financial, efficiency and effectiveness benefits.
- If we can use our understanding of how the brain works to better target our communications and our activities, we can help people through transition more quickly and with less stress.

Definitions

Agile

1. able to move quickly and easily.
2. relating to or denoting a method of project management, used especially for software development, that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.

Change Management

1. the management of change and development within a business or similar organization.
2. the controlled identification and implementation of required changes within a computer system.



Agile

- Increasingly adopted by organizations that recognise the need to respond quickly and easily to new opportunities.
- An agile approach enables businesses to become or remain fit for purpose in a world of complex and continuous change.
- Agile concepts originated in IT and software development (see next slide for the Agile Manifesto)
- Increasingly adopted in all areas of business as leaders recognize the benefits of agile and flexible approaches to management, projects and development
- Agile approaches can result in more and faster change which naturally has an impact on those responsible for change, and of course those impacted by change

Manifesto for Agile Software Development (2001)

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions **over** processes and tools

Working software **over** comprehensive documentation

Customer collaboration **over** contract negotiation

Responding to change **over** following a plan

That is, while there is value in the items on the right,
we value the items on the left more.

Key Agile principles:

- An incremental approach, delivering value early and regularly.
- The empowerment of people at the right levels, to make decisions on detail.
- The acceptance that we cannot know all of the detail at the outset and that we will inevitably learn more as work progresses.
- The collaborative working and involvement of people with the right skills, including those of the customer and end-users of the product being produced.
- The definition of the fine detail only just before we need it, to avoid the waste of trying to predict too early.

Key Agile benefits:

- **Improved revenue and speed to market:** the Agile philosophy supports the notion of early and regular releases, enabling benefits to be realised early as the solution continues to develop.
- **Increased collaboration and customer satisfaction:** the continuous involvement of a user representative and/or product owner, high visibility of the solution and progress, and the flexibility to change when change is needed, create much better business engagement and customer satisfaction.
- **The right product/solution:** traditional approaches typically require detailed specifications during the start-up phase. As all deliverables are based upon documented requirements, the client may not see the final solution until it's almost finished. At this stage, changes can be difficult (and costly) to implement. Agile, in contrast, advocates a high-level plan at the start of the project whilst encouraging change and flexibility through incremental development cycles, helping to ensure that what's delivered at the end of the project is current, fit for purpose and satisfies the client/business.



What is Change Management?

- The discipline that guides how we prepare, equip and support individuals to successfully adopt change.
- Provides a structured approach for supporting individuals and teams to move from a current to future state.
- Gaining increasing recognition as a profession with growing demand for qualified & experienced change practitioners, managers & leaders.
- Organizations have started paying more attention to the discipline in recent years, building stronger internal capability to better facilitate increasing levels of change.
- It's vital, therefore, that those involved in implementing change have the ability to develop their capabilities.

Why Change Management?

- Change is inevitable. For many organizations, change can be regular.
- Dealing with change and, more importantly, the impact of change is a high priority for all organizations.
- The current business climate demands high frequency change for businesses to evolve, remain relevant & competitive, or even survive.
- Today's IT and digital climate is a major driver for change; organizations can quickly get left behind if they fail to embrace new technology, developments and ways of working.
- While all changes and individuals are unique, there are actions we can take to guide and influence others before, during and after change.

Why can Change fail?

- Initiative not aligned to business objectives
- Resistance from various stakeholders
- Lack of engagement, information and support
- Insufficient skills and personnel to effectively plan and implement change

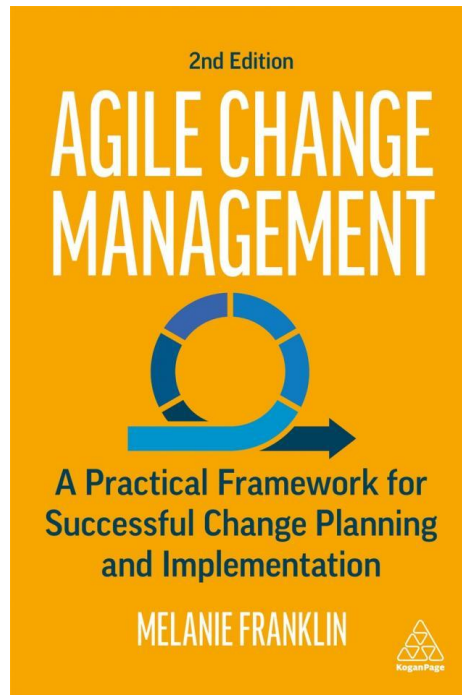




TRAINING & CERTIFICATION

Supporting publication

Agile Change Agent and Agile Change Coach courses are underpinned by:



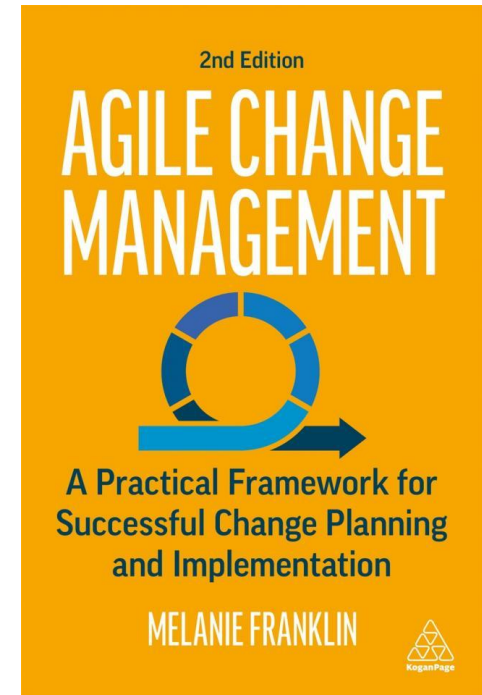
AGILE CHANGE MANAGEMENT *A Practical Framework for Successful Change Planning and Implementation*

*Author: **Melanie Franklin**, a globally recognized thought leader in change management who has affected business change programmes across public and private sector organizations. An impressive array of clients in Europe, the US and the Middle East benefit from her unique insights into change.*

Agile Change Management

A Practical Framework for Successful Change Planning and Implementation

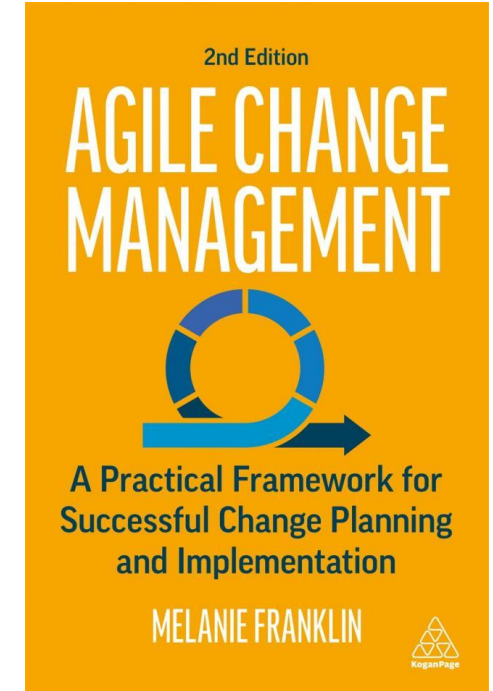
- Provides a practical framework for successful change planning and implementation
- A comprehensive resource for anyone who wants to build the capabilities of an effective change manager written in an easy-to-follow style.
- Offers pioneering tools to ensure change initiatives are embedded, adopted and deliver benefits throughout the organization.
- Using examples and best-practice advice, it enables the creation of an effective roadmap to manage any type of change initiative in an agile way.



Agile Change Management

A Practical Framework for Successful Change Planning and Implementation

- Enables responding to different needs as they arise, reducing time spent on planning for unnecessary resources.
- Enables individuals and organizations to:
 - Manage change for both large-scale transformation and micro-level business change projects
 - Create a change that is lean and flexible
 - Realize benefits earlier on in the process
 - Build strong relationships with a variety of stakeholders
- More info and a selection of free supporting resources available at. **www.koganpage.com/agilechangemanagement**



Agile Change Management

A Practical Framework for Successful Change Planning and Implementation

“This book is full of practical tools, which are real life and easy to understand. I found inspiration in the well-structured guide through the life of change, from start to finish. My inspiration has led to igniting that fire of agile change within the teams around me! This book is everything that the title says it is, it is easy to follow, has helped me apply the best aspects of the agile approach to my daily work. Thank you, Melanie, for your ever enthusiastic and dedicated mission to agile change.”

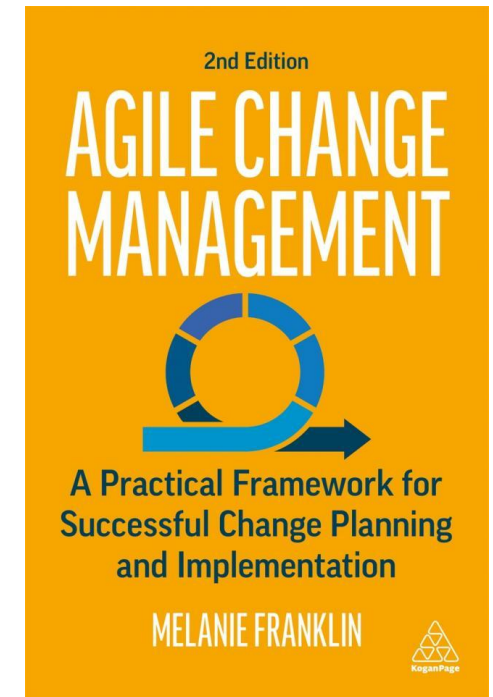
Theresa Walker, Head of Customer Excellence

This book is full of practical tools and it guides the reader through the life of a change from start to finish. I keep it to hand and dip into it regularly - it always delivers something valuable.

Kate Nowicki, Director of Strategic Planning, Performance and Change

This book provides a clear, structured approach to managing change throughout the full lifecycle. It is agile made easy and provides very practical tools and techniques which support managing both small- and large-scale change. It is a fantastic reference point for anyone involved in Change Management and really helps to get results.

Jane Blackman, Head of Business Transformation



Accredited training

- Available via APMG Accredited Training Organizations (ATOs)
- ATOs offer a range of course options
 - Public / in-house
 - Tutor-lead, blended or fully online
- APMG accredited processes, courseware and trainers.
- Recommended learning option
- (Self-study also an option)



COURSE DETAILS, BENEFITS & LEARNING OUTCOMES, TARGET AUDIENCE

If you want to break your change into a series of agile iterations, prioritising your work by the value it delivers for the business, then the Agile Change Agent course is for you.

Course details: Agile Change Agent



- 2-day course including exam. Individual training providers may offer alternative formats and durations.
- Designed to build practical ability in Agile and change.
- Provides a practical way to scope, plan and manage change initiatives for you and your colleagues, with the emphasis on learning techniques that you can apply to the projects and change initiatives.
- Focuses on the application of agile planning techniques to create a roadmap that defines what outcomes – prioritized by the value that they deliver to the business – will be achieved and when these will be implemented.
- Emphasis is on building capability using pre-prepared checklists, questionnaires and models that can be tailored to specific change scenarios.
- Full of opportunities to "see, do, learn" so that you gain ability as you practice the content using checklists, questionnaires, and techniques that you tailor to your situation.
- Bite-sized pieces of common sense.

Course details: Agile Change Agent



The course has five sections, each one building on the content of the others to produce a full lifecycle model that moves from concept to deployment and adoption of new ways of working:

1. **Concepts:** these bring together agile principles and change management best practice
2. **Roadmap:** a simple, effective agile planning technique for defining how and when work will be completed, and benefits will be realized
3. **Business Need:** a range of techniques to identify the benefits for our change, used to prioritize the work and motivate ourselves and others to adopt the new ways of working
4. **Relationship Building:** designing your engagement with others including what information you share, how you share it and what opportunities you give to others to make change happen
5. **Environment:** techniques to create an atmosphere that reassures, encourages and motivates those that have to adopt new ways of working

Agile Change Agent: who is it for?



This course will benefit anyone who has to plan, manage and participate in creating change at work. The course doesn't assume any prior knowledge of change management or agile approaches so is suitable for all.

If you have knowledge of these areas the course will explain how what you already know fits into the structure of an effective change initiative whilst at the same time developing new skills and abilities. If you have a background in project management or business analysis this course will enable you to see where you fit into the wider community of change and where you can best apply your skills.

People who attend range from recent graduates just starting their business careers to experienced transformation directors. The course is applicable for:

- ❑ Those working in “business as usual” roles who have been asked to take part in a change initiative that affects their team
- ❑ Project, programme and portfolio management roles attend because they want to understand how to integrate their work with other changes being made in the business
- ❑ Business analysts and communication experts attend because they want to know how to contribute their skills to making change happen
- ❑ Senior managers who are asked to sponsor change initiative attend so they can understand how to fulfil their responsibilities

Learning outcomes & benefits: Agile Change Agent



- ❑ Become an agent for change in an Agile environment!
- ❑ Understand how agile approaches impact the way change is managed and delivered, and the impact on those involved in and affected by change.
- ❑ Create a roadmap consisting of all processes, activities and information needed to manage a change initiative in an agile way.
- ❑ Apply simple, intuitive techniques to identify benefits and prioritize activities according to business value.
- ❑ Create and support the right environment for change.
- ❑ Manage relationships with relevant stakeholders and team members, understanding how to best engage with them through empathy and trust.
- ❑ Utilize pre-prepared checklists, questionnaires and models that can be tailored to specific change initiatives.
- ❑ Develop strategies for building resilience and motivation, whilst managing and mitigating resistance.
- ❑ Manage change for both large-scale transformations and micro-level business change projects.
- ❑ Create a change that is lean and flexible, realizing benefits earlier on in the process.
- ❑ Work collaboratively with project teams and staff impacted by the change.



Agile Change Agent: 5 reasons to attend

- 1** **Add** a qualification to your CV that evidences you have skills in Agile and Change Management - two of the hottest topics for recruiters.
- 2** **Develop** an ability to create change management plans for Agile change, where change is achieved through the frequent implementations of new ways of working.
- 3** **Practice** techniques under the supervision of an experienced Change Manager and learn from the examples of everyone else on the course.
- 4** Be able to **analyze, prioritize and schedule ideas** according to their business value using the popular and effective technique of the Benefits Dependency Network.
- 5** **Get inspired** by lots of techniques, checklists and questionnaires so you can run workshops that help your colleagues design new ways of working.

Candidate feedback: Agile Change Agent



"I can thoroughly recommend this course for a super immersive learning experience which equips any change practitioner with valuable agile change skills and techniques."

Chief People Officer, Cripps Pemberton Greenish

"Really valuable time spent on a very practical course - immediate application back in the office too as part of our Agile Digital transformation."

Mark Pocock, Senior Manager - Digital Transformation & Simplification, Vodafone

"I'm already looking at change through a new lens and looking forward to integrating agile change into future projects."

Estie Briggs, Change Management Professional

I positively loved this course! It was fun, insightful and most importantly it added new dimensions to the more traditional approach to change. My own proposition and approach will be forever changed as a result of this learning.

Nicola Scott, Business Transformation Manager

The course was very engaging and an understanding of how to adopt an agile approach to change management is invaluable in these rapidly evolving times.

Caroline Maxwell, Associate Business Analyst

I'm really pleased to be certified in the new APMG Agile Change Agent qualification! It was a really informative course, I'd thoroughly recommend it. I'm now working on a new Agile Change Roadmap based on all of the practical techniques and tools covered during the training.

Agile Change Agent delegate

I have had the pleasure of just finishing this course and I can honestly say it is one of the best courses I have been on in a very long time. I thoroughly recommend this course.

Agile Change Agent delegate





COURSE DETAILS, BENEFITS & LEARNING OUTCOMES, TARGET AUDIENCE

If you want to use neuroscience to get people enthusiastically taking part in your organizational change by practicing and adopting new ways of working, then the Agile Change Coach course is for you.

Course details: Agile Change Coach



- 2-day course including exam. Individual training providers may offer alternative formats and durations.
- Teaches you practical techniques, grounded in psychology and neuroscience, to help build your resilience for coping with change.
- Packed full of “neuro-hacks” designed to help people to change their ways of working, by overcoming psychological and emotional barriers to change.
- Each of the techniques comes from research in neuroscience and positive psychology, tried and tested in many different change situations and explained in easy-to-understand language.
- Understand and practice these techniques, debate how they apply to different types of change and plan how to apply them to your change situations.
- Practice easy to understand and easy to apply neuroscientific short cuts for establishing new ways of behaving.
- Lots of techniques, practical guidance, short-cuts, checklists, time management tools and skills for influencing, motivating and persuading yourself and others from an initial idea to the creation of a new way of working.
- Highly interactive, with lots of group work to practice techniques learnt.

Agile Change Coach: who is it for?



This course is relevant for anyone who is taking part in change at work.

Change means we have to stop our current routines, habits and behaviours and adopt new ones. This can be difficult and stressful. We are comfortable with how things have always been done, and even if we moan about things sometimes, when we are asked to give them up, we feel a sense of loss.

Learning outcomes & benefits: Agile Change Coach



- Learn to apply lots of techniques, practical guidance, short-cuts, checklists, time management tools and skills for influencing, motivating and persuading yourself and others from an initial idea to the creation of a new way of working.
- Develop your ability to lead yourself and others through a change at work.
- Learn the factors that help to shift someone's thinking from how they currently behave to a new set of habits, using the 5 phases of the behavioural change lifecycle model.
- Create a positive view of change. This positive view recognizes the advantages of the change personally, and for the organization.
- Help people keep going when they are feeling overwhelmed, developing their emotional resilience for change.
- Reinforce the benefits of the change by identifying what has improved, what is now possible that was not before, and what problems have been eradicated by the new ways of working.
- Learn empathy through practical activities for seeing the change from the perspective of others and their priorities.
- Fast-track your knowledge of neuroscience and how this can be applied to adopting change in the workplace.
- Discover practical techniques for generating trust and empathy.



Agile Change Coach: 5 reasons to attend

- 1** **Add** a qualification to your CV that evidences your ability to lead, guide and influence others through change.
- 2** **Develop** an ability to lead and support others through change, supported by a range of techniques, practical guidance, short-cuts and checklists.
- 3** **Practice** techniques with fellow delegates under the supervision of an experienced Change Manager and learn from the examples of others.
- 4** **Be better equipped** to support your organization, colleagues and clients through the change process, leading to more successful change initiatives.
- 5** **Get inspired** by lots of techniques, checklists and questionnaires so you can run workshops that help your colleagues embrace new ways of working.

Candidate feedback: Agile Change Coach



“

“The course really fills a gap in the market in bringing together agile delivery methods and neuroscience into a simple, pragmatic framework and set of tools which any of us can apply to business or personal change.”

Helen Hansell, Transformation Programme Manager, Surrey County Council

“The Agile Change Coach course was brilliant in every aspect. The content and delivery was engaging, fun and practical. I would strongly recommend this course to anyone involved in behavioural change.”

Tracey Charlton, Head of Strategic Change, Newcastle University

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Exams



Agile Change Agent / Coach

Multiple-choice format

50 questions

50% pass mark (25/50)

40 minutes

Closed-book

No pre-requisites

Completed at the end of the respective course,
or at a later date of the candidate's choosing.



SUCCESSFUL CANDIDATES

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